

## **MGT 520 Becoming an Effective Manager**

### **Spring 2018 Syllabus**

#### **Course Description**

This course focuses on developing your ability to understand and influence human behavior in the workplace. You will learn to manage yourself, manage one-on-one relationships at work, manage your career, and manage teams, all using ethical approaches to building coalitions and influencing others with or without formal authority.

A major emphasis in the course will be on the practice of reframing – the ability to rethink and re-conceptualize a situation so as to widen one’s perspective and available responses. Reframing is an important skill for managing people and projects in fast-changing, technologically-intensive organizations. We will use four theory-based frames of reference as the foundation for our reframing work together. Using the structural frame, we will examine the effects of work (re)design and (re)structuring on the roles/responsibilities, people and performance of an organization. Using the human resource frame, we will consider interpersonal and group dynamics, communication, and issues of “fit” between people and organizations. Using the political frame, we will consider issues and sources of power, building coalitions and managing differences. Using the symbolic frame, we will explore the nature of individual leadership, the dynamics of corporate culture, and making sense and meaning of life at work.

In the course we will also examine the processes by which managers set and manage agendas (while juggling multiple demands), build and sustain networks (while satisfying various stakeholders) and take and enable productive, ethical action (while honoring and supporting the values and culture of the organization). To capitalize on the strengths of others a manager must be able to move well and build bridges between multiple perspectives and worlds.

**Credits:** 4 quarter credits

#### **Faculty Information**

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Office Hours are 8am to 5pm Monday through Friday. If you have a question or want to schedule a telephone conference with us, email us and we will find a mutually agreeable time. During the week, we will normally reply to your emails within 24 hours (please be sure to put MGT 520 in the subject line).

## General Course Meeting Information

This course meets online Monday, April 2 – Friday, June 22, 2018

We will meet in person twice in the term:

Friday, April 6, 2018	4:00pm – 9:00pm	CDRC 3200
Friday, June 8, 2018	4:00pm – 9:00pm	CDRC 3200

## Required Materials

Bolman, L. G., Deal, T. E. (2013) Reframing organizations: Artistry, choice, and leadership. 5<sup>th</sup> or 6<sup>th</sup> Ed. San Francisco: Jossey-Bass. ISBN-10: 1119281814; MSRP \$85.00 (6<sup>th</sup> Edition will have more timely examples from current-day business events; 5<sup>th</sup> Edition will have the same management theory and concepts and is more likely to be available at a lower price for a used copy. Either will work well for this course.)

Tan, Chade-Meng (2014) Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace). HarperOne. ISBN-10: 0062116932; MSRP \$16.99. (Paperback or Hardcover edition)

A coursepack of required articles and case studies is available online via the Harvard Business Education Website for a purchase price of around \$77.00. Here is the link to the coursepack:

<https://hbsp.harvard.edu/import/303862>

Item	Title	Source
R0905H	Why Team's Don't Work	Harvard Business Review
99502	Job Sculpting: The Art of Retaining Your Best People	Harvard Business Review
R1204	Teamwork on the Fly	Harvard Business Review
R0110E	The Real Reason People Won't Change	Harvard Business Review
R0206C	Survival Guide for Leaders	Harvard Business Review
R1009K	The Boss as Human Shield	Harvard Business Review
R0712B	Making Relationships Work: A Conversation with Psychologist John M. Gottman	Harvard Business Review
R0306B	Storytelling That Moves People	Harvard Business Review
R0311C	Five Minds of a Manager	Harvard Business Review
R0507F	Moments of Greatness: Entering the Fundamental State of Leadership	Harvard Business Review
R0609D	Rethinking Political Correctness	Harvard Business Review
R0501F	What's Your Story?	Harvard Business Review
R1310J	Be Yourself, but Carefully	Harvard Business Review
R1311L	Emotional Agility	Harvard Business Review
R0809D	How Pixar Fosters Collective Creativity	Harvard Business Review
ROT173	Risky Trust: How Teams Build Trust Despite High Risk	Harvard Business Review
497028	Building Effective One-on-One Work Relationships	Harvard Business Review
494082	Managing Your Career	Harvard Business Review
7321BC	Don't Forget Your Boss: Make the Most of This Critical Relationship – Why Managing Your Boss Is Key to Becoming a Great Boss Yourself	Harvard Business Review

If you need help purchasing the coursepack online, please contact Harvard Business Publishing at 800-545-7685. Additional articles from other sources will be made available through Sakai in the weeks they are assigned.

## Course Objectives

Upon successful completion of this course, students will:

- Develop options to make challenging situations more successful; be able to reframe managerial situations.
- Diagnose situations and develop action plans to achieve managerial goals.
- Develop skills for managing one-on-one relationships and teams.
- Understand networks and influence in the work place; know how to use them effectively and ethically.
- Reflect on and learn from one's own experiences and those of others

### *Alignment with Program Learning Goals and Objectives*

This course is a foundation course in the MS curriculum and while this course contains aspects of all the program's learning goals, it focuses on the following:

#### *LG2: Strategic Decisions*

- **LO1:** Identify and define problems with consideration of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

#### *LG3: Awareness*

- **LO1:** Reflect on and assess one's own emotions, strengths, weaknesses, drivers, values and goals and analyze how they impact others.
- **LO2:** Describe complex organizational situations from multiple perspectives.
- **LO3:** Identify strengths and consider perspectives of others to build relationships.

#### *LG4: Communication, Audience Engagement*

- **LO1:** Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.
- **LO2:** Present a central message that is clear, concise and convincing.
- **LO3:** Skillfully present complex information that is readily understood by a broad range of stakeholders.

## Attendance Requirements

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the Grading Policy (below) for details.

## Grading Policy

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Your final course grade will be determined based on the following:

- 5% Sakai Profile (Create or Update)*
- 5% Face-to-Face Attendance w/Active Participation*
- 20% Team Effectiveness Reflection*
- 20% Agenda/Network Analysis*
- 20% Four-Frames Analysis*
- 30% Online Forum Participation*

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in SIS by Friday, June 29, 2018. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

## Forums

We will be using the OHSU Sakai platform for the online part of the course. You will be assigned to a Small Group Discussion Forum. The purpose of the group discussions is to explore the reading assignments more deeply with your fellow students. Most of your discussion will be within this small group, although these groups are visible to one another. The forums will include discussion of the current week's readings, analysis, and reflection.

To earn full participation points, a good guideline is that besides your own summary on Wednesday, we expect you to **post at least 2 substantive contributions to further an ongoing discussion thread during the remainder of each week** (i.e. 3 substantive posts and active in your discussion group during the week). A posting that states "I agree" or something similar is not considered a substantive post.

Students will be assessed for participating actively and openly, applying the course material in the forums, making valuable contributions to the forums, and interacting with other students. In an online environment, the quality of the "conversation" is as important as the assignments you are turning in. This is dependent on the quality of your engagement with one another. As a result, participation in the Weekly Small Group Discussion Forum you are assigned to counts for 30% of your grade.

## Submissions

You will submit 3 assignments during the term. You will find information on the individual assignments in Submissions. Your written assignments will be graded based on how well you have done in addressing the assignment questions, applying the course material, and expressing yourself clearly and insightfully.

## Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

## Syllabus Changes & Retention

This syllabus is *not* to be considered a contract between the student and the Division of Management. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records.

PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.

## Student Access

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at [studentaccess@ohsu.edu](mailto:studentaccess@ohsu.edu) to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws

## Commitment to Equity and Inclusion

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. OHSU does not discriminate on any status protected by law. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin, veteran's status, ancestry, sex, sexual orientation, gender identity, or disability, please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu). Retaliation for reporting discrimination is prohibited. Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the OHSU Title IX Coordinator: Laura Stadum (503-494-0258 or [titleix@ohsu.edu](mailto:titleix@ohsu.edu)).

## Inclement Weather Policy

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

## Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

To uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

## Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at [sakai@ohsu.edu](mailto:sakai@ohsu.edu), or by phone at 1-877-972-5249.

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